Embracing Change
Deep Dive

Howard Teibel

January 8, 2019
As a leader/manager, what concerns do you bring around managing change?
Brutal Facts

Willingness to uncover and discuss the brutal facts!

A positive view of the future!

Balancing Urgency with an Inspired Vision
1 brutal fact that people should know and be discussing together on campus

A positive characterization of a future state
“If we were able to _____, this is how we’ll be able to achieve______”
2016 Letter to Shareholders

April 12, 2017

“Jeff, what does Day 2 look like?”

That’s a question I just got at our most recent all-hands meeting reminding people of a couple of decades. I took the name of a building named Day 2 that was in the buildings, I took the name warmers. I spent a lot of time thinking about this topic.

“Day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline. Followed by death. And that is why it is always Day 1.”

To be successful, you had to happen in extreme operating motion. An established company in the 1980s, but the final result would still come.

I’m interested in the question, how do you think about and implement Day 1? How do you keep the vitality of Day 1?

Such a question can’t have a simple answer. There will be many elements, multiple paths, and many traps. I don’t know the whole answer, but I do know bits of it. Here’s a starter pack of essentials for Day 1 defense: customer obsession, a skeptical view of proxies, the eager adoption of external trends, and high-velocity decision making.

Customer Obsession

Skeptical View of Proxies

Eager adoption of external trends

High velocity decision-making

Customers are always beautifully, wonderfully dissatisfied, even when they report being happy and business is great.

Even when they don’t yet know it, customers want something better, and your desire to delight customers will drive you to invent on their behalf.

Jeff Bezos 2016
2016 Letter to Shareholders
April 12, 2017

“Jeff, what does Day 2 look like?”

That’s a question I just got at our most recent all
employee meeting. I’ve been reminding people for a couple of decades. I took a walk.
One morning, I walked through a building named Day
One. I had taken the name from a book I was reading called ’Vibes: The Hidden
Force That Shapes Behavior’. The book said the name you give a place can shape what
people feel. I thought this was a cool idea. I decided to name our new building.

“Day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline.
Followed by death. And that is why it is always Day 1.”

To be sure, change happens in extreme slow motion. An established company
may take decades, but the final result would still come.

I’m interested in the question, how do you tend to measure results? How do you
measure success? How do you keep the vitality of Day 1?

Such a question can’t have a simple answer. There will be many elements, multiple
paths, and many traps. I don’t know the whole answer, but I may know bits of it. Here’s
a starter pack of essentials for Day 1 defense: customer obsession, a skeptical view
of proxies, the eager adoption of external trends, and high-velocity decision making.

Core Principles

Customer Obsession

Even when they don’t yet know it, customers want something better, and your desire
to delight customers will drive you to invent on their behalf.

High velocity decision-making

Disagree and Commit, versus Convince and Commit

Type 1 and Type 2 Decisions

Skeptical View of Proxies

The process as a proxy for the result
Frequency of this statement “I followed the process” or “I did the process right” VS “Is this process
producing the result our customers want or need?”

Eager adoption of external trends

“The outside world can push you into Day
2 if you won’t or can’t embrace powerful
trends quickly. If you fight them, you’re probably
fighting the future.

Looking beyond best practices
Service
Framework for Change Management Design

August, 2018
Howard Teibel

Orchestrating Network of Commitments

Declarations
Requests
Offers
Promises
Assertions and Assessments
Assessments

Assessments are verdicts that cannot be directly witnessed
   “You did a great job”
   “This strategy is not going to work”
   “Jim is unreliable”

✔ We make assessments For the sake of something...
✔ Assessments are not TRUE or FALSE but can be grounded
✔ A grounded assessment is:
   1. Limited to a particular domain of concern
   2. Supported by assertions about the past that suggest a systematic pattern, not a single coincidental observation
   3. Supported by shared standards about what kind of assertions we will accept as evidence

Critical skill:
✔ To be able to distinguishing Assessments from Assertions
✔ To explore assessments with each other (positive and negative)